

PHILIP MORRIS MANAGEMENT CORP.  
INTER-OFFICE CORRESPONDENCE  
RICHMOND, VIRGINIA

To: E. Merlo Date: February 19, 1992  
From: G. W. Fruetel  
Subject: Draft Audit Report:  
Review of Magazine & Newspaper Procurement  
at Backer Spielvogel Bates, Inc.

Attached, please find the draft audit report for the Magazine & Newspaper Procurement review at Backer Spielvogel Bates, Inc. The purpose of this draft is to give PM USA management an opportunity to review our findings and recommendations and to submit Management Action Plans for inclusion in our final report.

The recommendations provided in this draft report will not appear in the final report, leaving only the Audit Findings and the Management Action Plans. Therefore, it is important that the Management Action Plans stand on their own by specifically addressing the recommendations.

I would appreciate receiving your Management Action Plans by March 20, 1992.

If you have any questions, please call me at extension 5507.

*Gordon/lkm*

GWF/lkm  
Attachment

cc: M. J. Corcoran  
D. E. R. Dangoor  
W. W. Goodman  
S. R. Lizza  
H. G. Steele  
R. L. Stirlen

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